**US Army Corps
of Engineers**
Huntington District

Strategic
Business Plan

January 2001

Strategic Business Plan

U. S. Army Corps of Engineers' Huntington District

(January 2001)

Introduction

Like that of its predecessors, the focus of the current version of the Huntington District's Strategic Business Plan, a working document that's continually updated and otherwise improved, is one of organizational performance in a changing and increasingly competitive environment. Its problem-solving approach in making use of this focus is based on the Department of the Army's adaptation of the private sector's Malcolm Baldrige Criteria for evaluating and improving organizational performance. This approach above all calls for a systematic planning process involving the identification and alignment of key customers, markets, products, processes, and resources, and for monitoring the continuing process of alignment and realignment for purposes of continuous process improvement and, ultimately, performance improvement.

The plan's significance and power in application to the work of the District are pointed up in the three terms of its designation—"strategic," "business," and "plan."

- *It's a plan* in the sense that it identifies where we are and where we want to go and maps out an effective and efficient means for getting there.

- *It's a business plan* because the performance with which it's centrally concerned has to do with those actions and activities that align with factors of efficiency and effectiveness that, apart from profit, are of defining importance to the business concerns of the private sector. These factors include productivity and return on invested resources, for example.

- *It's a strategic business plan*, finally, because the activities and operations for which it plans are conceived, monitored, and improved from a corporate or "holistic" perspective—that of the "big picture." Within this strategic perspective, the chief concerns are with the why's of what the organization does and doesn't do rather than the what's and how's.

The Huntington District has reached a point in its continuing development as a planning organization where valid, reliable measures of organizational performance have become of central importance to improved performance. Together with the ground and framework provided by the District's vision for the future, its mission, and its strategies and initiatives for effectively carrying out its mission, these measures of performance better ensure that the right things are measured for the right reasons and the right ends. The following paragraphs provide an account of why and what current initiatives are either called for or already underway, and how these interrelated activities and underlying concerns are effectively aligned with one another. In this way, our documented plan provides a snapshot of where we believe we are at present in our

committed effort to get from here to there in a spirit of dedicated service to the nation—the motive and motif underlying our organization's powerful motto, *Essayons,* Let Us Try.

District Vision, Strategy, Mission, and Principles

Vision Statement. The U. S. Army Corps of Engineers is committed to becoming the world's premier engineering organization, deploying a workforce of highly trained and dedicated soldiers and civilians providing a full spectrum of engineering support anywhere, anyplace. The Corps is and, in realizing its vision, will remain

- a vital part of the U. S. Army

- the engineer team of choice, responding to our nation's needs in times of peace and war

- a values-based organization—respected, responsive, and reliable.

Master Strategy. As a key component of the U. S. Army Corps of Engineers, the Huntington District is a quality-driven service organization—efficient, people oriented, customer focused, and committed to excellence.

Mission Statement. The Huntington District's mission is to support the nation's security and well being, militarily, economically, and environmentally.

- We develop and manage projects and programs that provide for inland navigation, flood-damage reduction, environmental protection and restoration, recreation, water supply, and other public benefits.

- We help protect and maintain the region's waterways and wetlands.

- We support emergency preparedness, disaster relief, and recovery work.

- We provide a wide range of engineering and technical support for other customers.

Guiding Principles. In adhering to the following guiding principles, we support the creation of an organizational culture that continuously

1. empowers people to execute missions efficiently, effectively, and safely

2. encourages open and honest communication

3. stresses individual and organizational accountability and timeliness

4. meets our customers' needs

5. strives for excellence

6. encourages learning to maintain our competitive edge

7. fosters teamwork and celebrates team accomplishments

8. encourages and rewards innovations and improvements

9. supports "coaching" and mentoring as leadership methods

10. attracts and retains a diversified, high-quality workforce

11. embraces the Corps' values of professionalism, integrity, quality, and *esprit de Corps*.

Key Success Factors (KSFs)

The following are those key factors (expressed in imperative form) currently driving the Huntington District's business processes.

> *KSF 1*—Invest in people.
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> *KSF 2*—Meet or exceed customer expectations.
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> *KSF 3*—Meet emerging regional and national needs.
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> *KSF 4*—Improve partner and supplier performance.
>
> *KSF 5*—Ensure organizational effectiveness.

KSF Strategies and Initiatives

The following strategies have been developed to address the key success factor with which each strategy is associated. Similarly, the initiatives have been developed to carry out the strategy with which each initiative is associated. Presented in narrative form, these same KSF strategies and initiatives are appended to the present document in tabular form for those who may find it useful for purposes of detailed review, discussion, and decision making.

- *KSF 1—Invest in People.*

  Strategy 1—Recruit and retain highly qualified and diverse work force.

  Initiative 1—Develop a 2- to 5-year forecast model profiling the District work force. (Civilian Personnel Advisory Center [CPAC], by 01 Jun 01)
  Initiative 2—Maintain and update work-force profile model annually. (CPAC, by 01 Jun 02)
  Initiative 3—Execute Strategic Human Resource Initiative. (CPAC) Phase 1: Fill five needed positions (by 15 Jan 01). Phase 2: Obtain QC approval of plan (by 15 Jan 01). Phase 3: Fill additional needed positions (by 01 Jun 01).
  Initiative 4—Develop marketing plan that highlights benefits of working in District. (CPAC, by 01 Feb 01)

  Strategy 2—Align recognition and reward practices to support strategic-performance objectives.

  Initiative 1—Review and approve District bonus award. (Quality Committee [QC], by 17 Nov 00)
  Initiative 2—Review and evaluate District bonus award annually to ensure continuing alignment with Strategic Business Plan. (QC, by 17 Nov 00)
  Initiative 3—Align individual performance objectives with organizational strategic objectives. (QC, by 01 Dec 00)

Initiative 4—Review and evaluate individual-awards system annually for fairness at all levels. (Internal Review Office [IR], beginning 01 Jan 01)

Strategy 3—Provide education and training to support customer requirements and achieve strategic performance objectives.

Initiative 1—Design system to ensure that training provided supports strategic objectives and individual needs. (Quality Committee [QC], by 01 Jul 01) Phase 1: Conduct and analyze an assessment of current training needs to identify baseline training requirements for the work force. (Training Action Team, by 01 Apr 02) Phase 2: Design a core training curriculum based on findings deriving from the needs assessment. (QC, by 01 Jul 02)
Initiative 2—Create and communicate developmental opportunities for growth and advancement. (QC/Equal Opportunity Office [EO], by 15 Nov 02)
Initiative 3—Promote leadership training. (District Training Coordinator, by 01 Jan 01)

Strategy 4—Support employee well being, satisfaction, and motivation.

Initiative 1—Conduct annual employee-satisfaction survey and provide feedback to work force within 120 days from completion date of survey. (Customer Service Center [CS], annually)
Initiative 2—Simplify and refine employee-satisfaction survey. (CS, by 01 Sep 01)
Initiative 3—Identify and implement actionable items annually, and begin with FY 99 employee-satisfaction survey. (CS, by 01 Jan 01)
Initiative 4—Establish and develop formal union/management partnership between AFGE local 3729 and District Office. (Centralized Personnel Advisory Center [CPAC], by 01 Aug 01) Phase 1: Establish partnership committee. (CPAC and AFGE, by 01 Nov 00) Phase 2: Conduct one-time partnership training for committee members. (CPAC, by 01 Mar 01) Phase 3: Negotiate partnership agreement. (CPAC, by 01 Aug 01)

Strategy 5—Develop and implement a comprehensive and effective internal District communication program.

Initiative 1—Develop a District Communication Plan and present plan to Quality Committee (QC) for approval. (Quality Management Board [QMB], by 30 Jun 01)
Initiative 2—Deploy Communication Plan. (PA/QMB, by 31 Dec 01)
Initiative 3—Review and modify Communication Plan. (QMB, by 30 Jun 02)

Strategy 6—Achieve "five-star" recognition for safety through participation in the Seven Castles Program.

Initiative 1—Achieve 100 percent Seven Castles "readiness" status. (District team, by 01 Jun 01)
Initiative 2—Notify Division (LRD) that the District is ready for "five-star" recognition. (Safety Office [SO], 31 Sep 01)

- ## *KSF 2—Meet or exceed customer expectations*.

Strategy 1—Identify the customer.

Initiative 1—Design and document process for identifying customers and developing customer list by business segment and product line. (Customer Service Center [CS]/Outreach Team, by 31 Mar 01)
Initiative 2—Update customer list prior to next strategic-planning off-site meeting. (CS, by 31 Jul 01)
Initiative 3—Maintain and publish customer list annually. (CS, by 31 Sep 01)

Strategy 2—Identify customer requirements.

Initiative 1—Identify actionable items from Division (LRD) and District (LRH) listening-session output. (Customer Service Center [CS], Quality Committee [QC], Planning Branch [PD], by 01 Nov 00)
Initiative 2—Use District's Customer Service Education Plan to deploy listening-and-learning strategies throughout business processes. (CS, by 30 Sep 01)

Initiative 3—Deploy customer-requirement and customer-requirement-analysis processes. (CS, by 31 Dec 01)
  Phase 1: Develop process to analyze customer requirements (CS, by 01 Jul 01). Phase 2: Deploy customer-requirement-analysis process (CS, by 31Dec 01). Phase 3: Evaluate process and results (CS, by 01 Jul 02). Phase 4: Deploy process improvements (CS, by 31 Dec 02).

Initiative 4—Develop and deploy process for ensuring mutual agreement regarding customer requirements. (CS, by 01 Jan 02)

Strategy 3—Satisfy the customer.

Initiative 1—Develop and deploy a customer-satisfaction measurement system applicable to all business segments and product lines of goods and services. Phase 1: Develop system (Customer Service Center [CS], by 01 Apr 01). Phase 2: Deploy system (CS, by 01 Jun 01).

Initiative 2—Develop and deploy process for customer feedback analysis to include both present and former customers. Phase 1: Develop system (CS, by 01 Oct 01). Phase 2: Deploy system (CS, by 01 Mar 02).

Initiative 3—Fully integrate customer feedback and analysis to improve work processes and strategic planning. (CS, by 01 Aug 02)

Strategy 4—Align District customer outreach and customer-service programs with Regional Business Center.

Initiative 1—Establish and maintain dialogue with Regional Management Board (RMB) to determine lead District for common customers. (Customer Service Center [CS], by 01 Mar 01)

Initiative 2—Identify District responsibility regarding support role. (CS, by 01 Jun 01).

- ## *KSF 3—Meet emerging regional and national needs*.

Strategy 1—Develop plan for 5-year prioritized civil workload.

Initiative 1—Establish and implement a process to identify new civil-works needs. (Planning Branch [PD], by 01 Mar 01)

Initiative 2—Establish and implement a process to identify and develop new opportunities. (Planning Branch [PD]/Programs and Project Management Division [PM], by 01 Jul 01)

Initiative 3—Develop long-term prioritized District workload plan, review it quarterly, and communicate status to work force. (PM, by 01 Jul 02)

Strategy 2—Develop plan for 5-year prioritized RFWO workload (Reimbursable Work for Others).

Initiative 1—Finalize and deploy customer-outreach plan. (Customer Service Center [CS]/Quality Committee [QC], by 01 Jul 01)

Initiative 2—Develop long-term prioritized workload plan relative to operating-budget cycle, and communicate to work force quarterly. (CS/Programs and Project Management Division [PM], by 01 Jul 02)

Strategy 3—Build and enhance relationships with governmental and non-governmental leaders.

Initiative 1—Develop an approach for building and enhancing relationships with governmental and non-governmental leaders. (Customer Service Center [CS], by 01 Mar 02)

Initiative 2—Approve and deploy the approach. (Quality Committee [QC], by 01 Jul 02)

- ## *KSF 4—Improve partner and supplier performance*.

Strategy 1—Establish partnering as a business process.

Initiative 1—Establish criteria for identifying partners who need formal partnership agreements. (Contracting Division [CT], by 01 Mar 01)

Initiative 2—Establish criteria for formal partnership agreements. (CT, by 01 Mar 01)

Initiative 3—Identify education required and types of partner to be educated. (CT, by 01 Mar 01)

Initiative 4—Educate selected partners within 30 days of contract award or entering into partnership. (Requesting organization, as needed.)

Initiative 5—Establish formal partnership agreement with US Fish and Wildlife Service (USFWS), Elkins Office. (Planning Branch [PD], by 15 Nov 00)

Strategy 2—Develop a quality-assurance system that ensures that performance requirements are met.

Initiative 1—Improve implementation and use of past performance-rating system for Federal contractors. (Contracting Division [CT], by 30 Sep 01)

Initiative 2— Phase 1: Annually review contractor ratings to better ensure accuracy and timeliness. (CT, by 30 Sep 01)

Initiative 3—Improve process used to select and evaluate contract type and contract suppliers. Phase 1: Develop criteria for choosing each contracting option (CT, by 06 Apr 01). Phase 2: Develop acquisition plan according to criteria (CT, by 07 Sep 01). Phase 3: Check the acquisition plan versus the acquisition goals (CT, by 14 Sep 01). Phase 4: QC approves acquisition plan. (CT, by 28 Sep 01).

- ***KSF 5—Ensure organizational effectiveness.***

Strategy 1—Identify and improve key processes.

Initiative 1—Finish Action Team C assignment regarding the identification of key business processes. (Action Team C, by 15 Jan 01)

Initiative 2—Assign "ownership" of each key process. (Quality Management Board [QMB], by 01 Apr 01)

Initiative 3—Flowchart each process. (process owners, by 01 Aug 01)

Initiative 4—Review key processes annually. (QMB/process owners, 01 Aug 02)

Strategy 2—Maintain an efficient, effective quality-management system, addressing key customer requirements.

Initiative 1—Register engineering-construction process with the ISO 9000 International Standard. (Engineering-Construction Division [EC], by 01 Apr 02)

Initiative 2—Investigate registering PMBP with the ISO 9000 International Standard. (Quality Management Board [QMB], by 01 Jul 01)

Strategy 3—Fully implement project-management business process.

Initiative 1—Annually assess District (LRH) scores on Corporate Focus, Project Management, and Team Building scorecard. (Programs and Project Management Division [PM], by 31 Jan 01)

Initiative 2—Develop action plans to address opportunities for improvement. (PM, by 01 Apr 01)

Strategy 4—Improve teamwork among technical, G&A (General and Administrative), and field elements.

Initiative 1—Develop rotational-assignment and/or cross-training plans to improve organizational effectiveness. (Centralized Personnel Advisory Center [CPAC], by 01 Jan 01)

Initiative 2—Schedule team-building and team-training sessions. (District Training Coordinator, by 01 Jun 01)

Initiative 3—Establish and deploy an employee-feedback process for identifying problems. (Quality Management Board [QMB], by 01 Dec 00)

Strategy 5—Ensure that information technologies (IT) and other technologies are appropriate for key business processes.

Initiative 1—Analyze key business processes to identify where IT can improve effectiveness and efficiency. (process owners, by 01 Apr 02)

Initiative 2—Monitor cost of IT to ensure affordability. (Information Management Office [IM], by 01 May 01)

Initiative 3—Continue to employ IM Steering Committee to improve District's IT Strategic Plan. (IM, by 30 Jul 00)

Initiative 4—Use IT resources appropriately to support Regional Business Center initiatives. (Quality Committee [QC], by 01 Nov 00)

Strategy 6—Track District performance relative to that of market-segment leader.

Initiative 1—Identify market leaders in each of our District's market segments. (Customer Service Center [CS], by 01 Mar 01)

Initiative 2—Identify competitive criteria for each market leader. (CS, by 01 Oct 01)

Initiative 3—Evaluate market-segment performance. (CS, by 01 Jan 02)

Initiative 4—Recommend adjustments to improve our market-segment performance to Quality Committee (QC) for approval. (CS, by 01 Apr 02)

Strategy 7—Benefit customers by minimizing cost of doing business.

Initiative 1—Meet or exceed targets assigned by Regional Management Board (RMB) for Total Labor Multiplier (TLM) and G&A (General and Administrative) rates and AE (Architect-Engineer) targets. (District team, by 30 Sep 00)

Strategy 8—Improve systems for financial management and analysis.

Initiative 1—Deploy Corporate Automated Information System (P2) to enable us to identify resources available for customers. (Programs and Project Management Division [PM], by 28 Feb 02)

Initiative 2—Deploy the District's Performance Measurement System by mission area. (Customer Service Center [CS], by 15 Apr 01)

Initiative 3—Assist Corps Headquarters (HQUSACE) in obtaining an unqualified audit under the Chief Financial Officers (CFO) Act.
   Phase 1: Complete CIP-expense (Construction in Progress) audit report. (Internal Review Office [IR], by 30 Sep 00) Phase 2: Complete top three new and critically important CFO items (IR, by 01 Apr 01)

Strategy 9—Develop annual review process to continuously improve G&A (General and Administrative) efficiencies.

Initiative 1—Identify common tasks performed by G&A organizations. (Deputy District Engineer [DD], by 01 Jun 01)

Initiative 2—Identify lead organizations to flowchart process and recommend process improvements. (DD), by 01 Jul 01)

Initiative 3—Establish baseline measurements. (DD), by 01 Aug 01)

Initiative 4—Implement improvements. (DD), by 01 Oct 01)

Initiative 5—Evaluate and revise processes for improvement. (DD), by 01 Apr 02)

Strategy 10—Develop a District automated information system (AIS) for measuring District performance and displaying performance data.

Initiative 1—Identify corporate-level measures and associated performance indicators for all areas. (Quality Committee [QC], by 01 Dec 00)

Initiative 2—Establish, charter, and resource data-collection team. (Quality Management Board [QMB], by 01 Jan 01)

Initiative 3—Identify AIS alternatives. (Information Management Office [IM], by 01 Feb 01)

Initiative 4—Approve District AIS. (QC, by 01 Mar 01)

Initiative 5—Implement AIS. (IM, by 01 Oct 01)

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(January 2001)

Appendix—KSF Strategies and Initiatives

The foregoing narrative account of the Huntington District's key success factors (KSFs) is here supplemented by the following tabular account for those who may find it useful for purposes of detailed review, discussion, and decision making. The substantive content is identical, but changes in format call for a heavy reliance on acronyms and abbreviations without accompanying spellouts.

KSF 1-Invest in people.		

Strategy 1: Recruit and retain a highly qualified, diverse work force.	**Initiative 1:** Develop and maintain 2- to 5-year work-force-profile forecast model (**CPAC**).
	Initiative 2: Execute Strategic Human Resource Initiative (**CPAC**).
	    Ph. 1: Hire 5 people.
	    Ph. 2: Obtain QC approval of plan.
	    Ph. 3: Hire "x" people.
	Initiative 3: Develop marketing plan that highlights benefits of working in LRH (**CPAC**).
		31 Dec 00
		
		15 Nov 00
		01 Feb 01
		01 Jun 01
		01 Feb 01

Strategy 2: Align recognition and reward practices to support strategic -performance objectives.	**Initiative 1:** Execute LRH bonus award (**QC**). **Initiative 2:** Review LRH bonus award annually and align with strategic plan (**QC**). **Initiative 3:** Align individual performance objectives with organizational strategic objectives (**QC**). **Initiative 4:** Review individual awards system for fairness at all levels annually (**IR**).	17 Nov 00 17 Nov 00 01 Dec 00 01 Jan 01

Strategy 3: Provide education and training to support customer requirements and achieve strategic performance objectives.	**Initiative 1:** Design system to ensure provided training supports strategic objectives and individual needs. (**QC**)
	    Ph. 1: Conduct and analyze training needs assessment to determine baseline training requirements for the workforce (**Training Action Team**).
	    Ph. 2: Design a core curriculum of training based on the needs of assessment (**QC**).
	Initiative 2: Create and communicate developmental opportunities for growth and advancement (**QC/EEO**).
	Initiative 3: Promote leadership training (**Carol Chaffin**).
		01 Jul 01
		
		01 Apr 01
		01 Jul 01
		
		15 Nov 00
		01 Jan 01

Strategy 4: Support employee well being, satisfaction, and motivation.	**Initiative 1:** Conduct annual employee-satisfaction survey and provide feedback to work force within 120 days from completion date of survey (**CS**).
	Initiative 2: Simplify and refine employee-satisfaction survey (**CS**).
	Initiative 3: Identify and implement actionable items annually, and begin with FY 99 employee-satisfaction survey (**CS**).
	Initiative 4: Establish and develop union/management partnership (AFGE Local 3729 and District Office) (**CPAC**).
	    Ph. 1: Establish partnership committee (**CPAC & AFGE**).
	    Ph. 2: Conduct one-time partnership training to committee members (**CPAC**).
	    Ph. 3: Negotiate partnership agreement (**CPAC & AFGE**).
		Annually
		01 Sep 01
		
		01 Jan 01
		
		01 Aug 01
		01 Nov 00
		01 Mar 01
		01 Aug 01

Strategy 5: Develop and implement a comprehensive and effective internal District communication program.	**Initiative 1:** Develop a District Communication Plan. Present communication plan for approval to Quality Committee (**PA/Action Team**). **Initiative 2:** Deploy communication plan (**PA/Action Team**). **Initiative 3:** Review and modify communication plan (**PA/Action Team**).	15 Oct 00 01 Nov 00 01 Oct 01
Strategy 6: Achieve 5-Star Recognition for Safety through the Seven Castles Program.	**Initiative 1:** Attain 100 percent Seven Castle readiness (**District Team**). **Initiative 2:** Notify LRD that the District is ready for 5-Star Recognition (**SO**).	01 Jun 01 31 Sep 01
KSF 2-Meet or exceed customer expectations .		
Strategy 1: Identify the customer.	**Initiative 1:** Design and document process to identify customers and develop customer list by business segment and product line (**QMB/Action Team**). **Initiative 2:** Update and maintain customer list prior to next strategic-planning offsite, and publish annually (**CS**).	31 Mar 01 31 Dec 01

Strategy 2: Identify customer requirements.	**Initiative 1:** Identify actionable items from LRD and LRH listening-session output (**CS/PD/QC**).
	Initiative 2: Use Customer Service Education Plan to deploy listening and learning strategies throughout business processes (**CS**).
	Initiative 3: Deploy customer-requirement process and customer-requirement-analysis process (**CS**).
	    Ph. 1: Develop process to analyze customer requirements (**CS**).
	    Ph. 2: Deploy customer requirement analysis process (**CS**).
	    Ph. 3: Evaluate process and results (**CS**).
	    Ph. 4: Deploy process improvements (**CS**).
	Initiative 4: Develop and deploy process for ensuring mutual agreement regarding customer requirements (**CS**).
		01 Nov 00
		30 Sep 01
		
		31 Dec 01
		01 Jul 01
		31 Dec 01
		01 Jul 02
		31 Dec 02
		
		01 Jan 02

Strategy 3: Satisfy the Customer.	**Initiative 1:** Develop and deploy a customer-satisfaction measurement system applicable to all business segments and product lines. (**CS**)
	    Ph. 1: Develop system (**CS**).
	    Ph. 2: Deploy system (**CS**).
	Initiative 2: Develop and deploy process for customer feedback analysis to include both present and former customers.
	    Ph. 1: Develop system (**CS**).
	    Ph. 2: Deploy system (**CS**).
	Initiative 3: Fully integrate customer feedback and analysis to improve work process and strategic planning (**CS**).
		
		01 Apr 01
		01 Jun 01
		
		01 Oct 01
		01 Mar 02
		
		01 Aug 02

Strategy 4: Align LRH customer outreach and customer-service programs with Regional Business Center (RBC).	**Initiative 1:** Establish and maintain dialogue with Regional Management Board (RMB) to determine lead District for common customers (**CS**). **Initiative 2:** Identify district responsibility regarding support role (**CS**).	01 Mar 01 01 Jun 01
KSF 3-Meet emerging regional and national needs .		
Strategy 1: Develop plan for 5-year, prioritized civil workload.	**Initiative 1:** Establish and implement a process to identify new civil works needs (**PD**). **Initiative 2:** Establish and implement a process to identify and develop new opportunities (**PD/PM**). **Initiative 3:** Develop long-term, prioritized District workload plan, review quarterly, and communicate status to work force (**PM**).	01 Mar 01 01 Jul 01 01 Jul 02
Strategy 2: Develop plan for 5-year, prioritized RWFO workload.	**Initiative 1:** Finalize and deploy customer-outreach plan (**CS/QC**). **Initiative 2:** Develop long-term prioritized workload plan relative to operating budget cycle, and communicate to work force quarterly (**CS/PM**).	01 Mar 01 01 Jul 02
Strategy 3: Build and enhance relationships with governmental and non-governmental leaders.	**Initiative 1:** Develop an approach for building and enhancing relationships with governmental and non-governmental leaders (**CS**). **Initiative 2:** Approve and deploy the approach (**QC**).	01 Mar 02 01 Jul 02
KSF 4-Improve partner and supplier performance .		
Strategy 1: Establish partnering as a business process.	**Initiative 1:** Establish criteria for identifying partners who need formal partnership agreements (**CT**). **Initiative 2:** Establish criteria for formal partnership agreements (**CT**). **Initiative 3:** Identify education required and types of partners to educate (**CT**). **Initiative 4:** Educate selected partners within 30 days of contract award or entering into partnership. (**Requesting organization**). **Initiative 5:** Establish formal partnership agreement with USFWS (Elkins office) (**PD**).	01 Jan 01 01 Jan 01 01 Jan 01 As needed 15 Nov 00

Strategy 2: Develop a quality-assurance system that ensures performance-require-ments are met.	**Initiative 1:** Improve implementation and use of past performance-rating system for Federal contractors. (**CT**)
	  Ph. 1: Annually review contractor ratings to ensure accuracy and timeliness (**CT**).
	Initiative 2: Improve process used to select and evaluate contract type and contract suppliers.
	  Ph. 1: Develop criteria for choosing each contracting option (**CT**).
	  Ph. 2: Develop the Acquisition Plan according to criteria (**CT**).
	  Ph. 3: Check the Acquisition Plan versus the acquisition goals (**CT**).
	  Ph. 4: QC approves Acquisition Plan (**QC**).
		
		30 Sep 01
		
		06 Apr 01
		07 Sep 01
		14 Sep 01
		28 Sep 01

KSF 5- Ensure organizational effectiveness .		
Strategy 1: Identify and improve key processes.	**Initiative 1:** Finish Action Team C assignment identify key processes. (**Action Team C**) **Initiative 2:** Assign ownership of each key process (**QMB**). **Initiative 3:** Flowchart each process. (**Process Owners**) **Initiative 4:** Review key processes annually. (**QMB/Process Owners**)	15 Jan 01 01 Feb 01 01 Apr 01 01 Aug 02
Strategy 2: Maintain an efficient, effective quality-management system addressing key customer requirements.	**Initiative 1:** Register Engineering-Construction process with the ISO 9000 International Standard (**EC**). **Initiative 2:** Investigate registering PMBP with the ISO 9000 International Standard (**QMB**).	01 Apr 02 **01 Jul 01**
Strategy 3: Fully implement project management business process.	**Initiative 1:** Annually assess LRH scores on Corporate Focus, Project Management, and Team Building scorecards (**PM**). **Initiative 2:** Develop action plans to address opportunities for improvement (**PM**).	31 Oct 00 01 Jan 01
Strategy 4: Improve teamwork among technical, administrative-support and field elements.	**Initiative 1:** Develop rotational-assignment and/or cross-training plans to improve organizational effectiveness (**CPAC**). **Initiative 2:** Schedule team-building and team-training sessions (**Carol Chaffin**). **Initiative 3:** Establish and deploy an employee feedback-process for identifying problems.	01 Jan 01 **01 Jun 01** **01 Dec 00**
Strategy 5: Ensure IT* and other technologies are appropriate for key business processes.	**Initiative 1:** Analyze key business processes to determine where advanced technologies can improve effectiveness and efficiency. (**Process Owners**). **Initiative 2:** Monitor cost of technology to ensure affordability (**IM**). **Initiative 3:** Continue to employ IMSC to improve LRH's IT Strategic Plan (**IM**). **Initiative 4:** Appropriately use IT resources to support Regional Business Center initiatives (**QC**).	 01 Apr 02 01 May 01 30 Jul 00 01 Nov 00
Strategy 6: Track LRH performance relative to that of market-segment leader.	**Initiative 1:** Identify market leaders in each market segment (**CS**). **Initiative 2:** Determine competitive criteria for each market leader (**CS**). **Initiative 3:** Evaluate market-segment performance. **Initiative 4:** Recommend adjustments to improve our market segment performance to QC for approval (**CS**).	01 Jul 01 01 Oct 01 01 Jan 02 01 Apr 02

Strategy 7: Benefit customers by minimizing cost of doing business.	**Initiative 1:** Meet or exceed RMB assigned targets for TLM and G&A rates and AE targets.	30 Sep 00

Strategy 8: Improve systems for financial management and analysis.	**Initiative 1:** Deploy P2 to enable us to identify resources available for customers (**PM**).
	Initiative 2: Deploy the performance measurement system by mission area (**CS**).
	Initiative 3: Assist HQUSACE in obtaining an unqualified audit under TLE CFO Act.
	    Ph. 1: Complete CIP expense audit report **(IR)**.
	    Ph. 2: Complete 3 items (**IR**).
		?
		15 Apr 01
		
		30 Sep 00
		01 Apr 01

Strategy 9: Develop annual review process to continuously improve G&A efficiencies.	**Initiative 1:** Identify common tasks performed by Support Organizations (**DD**). **Initiative 2:** Identify lead organizations to flowchart process and recommend process improvements (**DD**). **Initiative 3:** Establish baseline measurements (**DD**). **Initiative 4:** Implement improvements (**DD**). **Initiative 5:** Evaluate and revise processes (**DD**).	**01 Jun 00** **01 Jul 00** **01 Aug 00** **01 Oct 00** 01 Apr 01
Strategy 10: Develop a corporate automated information system (AIS) for measuring and displaying District performance.	**Initiative 1:** Identify corporate level measures with indicators for all program areas (**QC**). **Initiative 2:** Establish, charter, and resource data collection team (**QMB**). **Initiative 3:** Identify AIS alternatives **(IM**). **Initiative 4:** Approve corporate AIS (**QC**). **Initiative 5:** Implement AIS **(IM**).	01 Dec 00 01 Jan 01 01 Feb 01 01 Mar 01 01 Oct 01